

**Ordering and Implementing Instructions for Contract Training in OPD/NCOPD
Battlefield Staff Rides (BSRs)
1 February 2007**

1. The purpose of this contracted training is to provide OPD/NCOPD Battlefield Staff Rides for USAREUR units to various battlefield sites, including instructional materials, an expert instructor, a Combat Leadership Workshop (CLW = information briefing), en-route instruction, battlefield terrain walks, and all associated logistical services. Non-USAREUR units will have to obtain USAREUR G3 approval.
2. Part I provides ordering and implementing instructions (OII) for the USAREUR-wide contract for OPD/NCOPD Battlefield Staff Rides under contract DABN01-03-D-0015. It contains a description of the provided services, the cost, and the various sites of battlefields the unit can choose from to visit. Para 9 of this document describes ordering procedures, responsibilities of the requiring activity, the contractor and CATC POCs.
3. Part II is a sample unit request. Requests will only be accepted from MSC G3.
4. Part III is a sample MIPR to be prepared by the requiring activity.
5. Part IV lists the commander's intent categories.
6. Part V Point of Contacts
7. POC is Andrea Hampl at 476-2709 or Maria Hertzog at 476-2702.

1. General. Under this contract, the following services are available (as of 1 Jan 2007 the following CLINs and costs are valid):

Contract Line Item Number (CLIN)	Type of Training	Max Class Size	Length of Training	Costs (Valid from 1Jan07 thru 30Jun08)
4001	Combat Leadership Workshop (CLW) stand-alone class w/o BSR	50	2-3 hours	\$ 750.00
4002AA 4002AB	1 day BSR Additional students for 1 day BSR in multiples of one (1)	25	1day/no overnight	\$ 4,340.00 \$ 60.00
4002AC 4002AD	2 day BSR Additional students for 2 day BSR in multiples of one (1)	25	2days/1overnight	\$ 9,500.00 \$ 200.00
4002AE 4002AF	3 day BSR Additional students for 3 day BSR in multiples of one (1)	25	3days/2overnights	\$15,100.00 \$ 370.00
4002AG 4002AH	4 day BSR Additional students for 4 day BSR in multiples of one (1)	25	4days/3overnights	\$18,420.00 \$ 385.00
4002AJ 4002AK	5 day BSR Additional students for 5 day BSR in multiples of one (1)	25	5days/3overnights	\$18,500.00 \$ 390.00
4002AL 4002AM	5 day BSR Additional students for 5 day BSR in multiples of one (1)	25	5days/4overnights	\$18,700.00 \$ 400.00
4002AN 4002AP	6 day BSR Additional students for 6 day BSR in multiples of one (1)	25	6days/4overnights	\$18,900.00 \$ 410.00
4003	Additional meals in multiples of one (1)			\$ 28.00
4005	Additional single rooms in multiples of one (1)			\$ 79.00
4004	Cancellation Fee			\$ 2,500.00

NOTE: SEE CANCEL/RESCHEDULE PROCEDURES AT PART II, PARA 8a(4).

2. Description of Services. The contractor will provide Battlefield Staff Rides (BSRs) consisting of Combat Leadership Workshops (CLWs), instructional materials for each student, en-route instruction, battlefield terrain walks, and all associated logistical services. Instruction and logistical services shall be in accordance with the course descriptions below.

3. Ordering. BSRs will be ordered and prices will be based on the number of days and overnights required to visit and study a battlefields / campaigns desired. The number of days required depends on the distance of travel and the number of sites to be visited. Note that each BSR includes a CLW, to be conducted at the unit HQ, or similar locations, on the afternoon or evening prior to the BSR's scheduled departure. The CLW (CLW = information briefing) is an integral part of the training, and conducted by the contractor at no additional cost to the unit. If the unit's schedule does not allow, the contractor can conduct the CLW during the BSR, rather than prior to it. The CLW is not included in the below stated days and overnights for the BSRs.

a. One (1) day BSR (with no overnight). This BSR must be completed in less than 24 hours from start to finish. Example: A unit from Heidelberg, Germany wants to study the Battle of Verdun, or the Battle of Heilbronn, or the Battle of Nürnberg.

b. Two (2) day/one (1) overnight - 2/1 BSR. The BSR must be completed in 48 hours. Example: A unit from Ansbach or Hohenfels Germany visits the Lorraine Campaign/Crossings of the Rhine, or a unit from Kaiserslautern Germany visits the Battle of the Bulge.

c. Three (3) day/two (2) overnights - 3/2 BSR. The BSR must be completed in a three-day period. Example: A unit from Brunssum visits the Battles of Paris, or a unit from Mannheim Germany visits Market Garden.

d. Four (4) day/three (3) overnights - 4/3 BSR. The BSR must be completed in a four-day period. Example: A unit from Vicenza visits the battle of Jena-Auerstedt, or a unit from Germany visits Normandy.

e. Five (5) day/three (3) overnights - 5/3 BSR. The BSR has to be completed in a five-day period. The 5/3 BSR is used, when traveling to or from the units' home station is of a very long distance. Example: A unit in Vicenza wants to study the Hürtgen Forest in Germany, or the Battle of the Bulge in Belgium, or a unit from Germany wants to study a battlefield in Italy.

f. Five (5) day/four (4) overnights - 5/4 BSR. The BSR has to be completed in a five-day period. The 5/4 BSR is used, when traveling to or from the units' home station is of a very long distance. Example: A unit in Vicenza wants to study the Hürtgen Forest in Germany, or the Battle of the Bulge in Belgium, or a unit from Germany wants to study a battlefield in Italy and receives an additional overnight in a hotel, rather than on the bus.

g. Six (6) day/four (4) overnights - 6/4 BSR. The BSR is to be completed in roughly a six-day period. The 6/4 BSR is used, when traveling to or from the units' home station is of a very long distance. Example: A unit in Vicenza visits the Battles of Normandy, or a unit from Germany visits a campaign in Russia.

4. Battlefield Staff Ride (BSR).

a. Maximum class size is twenty-five (25) students. Additional students in multiples of one (1) can be ordered separately for each BSR to fill the capacity of a standard size bus. Services shall consist of training and logistical support as follows:

b. Combat Leadership Workshop (CLW). This course is a preparatory class for each ordered BSR, either at the unit's location, or on the bus en-route to the battlefield, or the hotel, or any combination of these, as appropriate for the unit and circumstances of the BSR. The objective is to provide insight into the characteristics of a good leader during combat and the elements of personal/inspirational dynamics, which enhance the potential of an individual to be successful in battle against overwhelming odds. The workshop shall include an introduction to the strategic and operational situations, and the key leaders which affected the battle(s) / campaign of study. This workshop is 1.5 to 3 hours in length and shall be conducted at the site determined by the requiring activity. If the requiring activity wants the CLW conducted at their home station, it will be conducted on the afternoon or evening prior to departure. The CLW can also be ordered without a BSR (CLIN 0001).

c. En-route instruction. En-route to the battle site, the contractor shall provide a qualified instructor who shall conduct on-bus instruction, to include instructional videos and DVDs (if applicable).

d. Terrain walks and Historical Analysis. At the battle site selected by the requiring activity, the contractor shall provide a qualified instructor with expertise in the dynamics and events of the battle under study. This instructor shall provide an analysis of the battle, emphasizing significant unit actions and individual leadership, which affected the battle.

e. Logistics. The contractor shall provide all logistical support necessary to accomplish a successful Battlefield Staff Ride. This logistical support shall be designed that it will not detract from the educational aspects of the Staff Ride. As a minimum this support will consist of securing all approvals and/or clearances (border, country, etc.) required for the BSR site, travel schedules, bus transportation, hotel accommodations, and two (2) meals for each student for each day of the Staff Ride.

f. Bus Transportation. Buses shall be a deluxe motor coach, which shall include WC (toilet), air conditioning, audio and video equipment (in working condition); and a driver who is knowledgeable of all battlefield routes selected and the locations and times of pick-up.

g. Hotel Accommodations. As a minimum, lodging shall consist of a 3 Star (moderate, comfortable) hotel, as determined by each country's rating system, with private facilities for each room. Each BSR shall include sufficient lodging to house each student in a double occupied room with separate beds plus three single rooms for the leaders of the group. Additional single rooms can be ordered under CLIN X004.

h. Meals. The contractor provides 2 out of 3 meals a day, to include a non-alcoholic beverage. Dining facilities selected should have a minimum of 2 choices and/or the meal selection should be coordinated with the unit's coordinator in advance to accommodate special diet needs. If a third meal (lunch or dinner) is to be provided by the contractor, it will be ordered against CLIN X003.

5. Battlefield Staff Ride Options available, but not limited to:

a. In France:

(1) Normandy Campaign, WWII. Specific sites include the airborne areas and invasion beaches, and further inland (Operation COBRA at St Lo, Operation GOODWOOD at Caen, Patton's end run and Hitler's counteroffensive at Mortain, the Argentan-Falaise Pocket, and related battles through the completion of the campaign). This extremely rich campaign can be tailored to suit many different unit interests, including air-land operations and various special and irregular forces actions. Year of the battles: Jun-Aug 1944. Opposing commanders: American GEN Eisenhower and British LTG Montgomery vs. German FM's von Rundstedt, Rommel and von Kluge.

(2) Invasion of Southern France/Operation Anvil-Dragoon, WWII. Specific sites include Cannes, St. Tropez, the Montelimar Battle Square, the Rhone Valley, Valence, Draguignon, and other sites pertaining to the invasion of southern France. Features a textbook forcible entry, deep attack, intense coalition operations, and significant special and irregular forces actions, with major focus possible on force protection issues (primarily on the German side). Year of the battles: Aug-Sep 1944. Opposing Commanders: American LTGs Devers and Patch vs. German Generaloberst Blaskowitz (and others).

(3) 2d Battle of the Marne: Belleau Wood, Chateau Thierry, and the Aisne-Marne Offensive. Year of battle: May-July 1918. Opposing Commanders / Armies: French FM Foch and American General Pershing versus German FM Ludendorff. This two-part battle was the real turning point of WWI, and featured intense coalition action and heavy combined arms fighting (infantry, armor, air, engineers). Specific sites include US 2ID at Vaux and Belleau, 3ID on the Marne ("Rock of the Marne") and US 1ID and 2ID in the 18 July decisive counterattack.

(4) Meuse-Argonne (WWI). Specific sites include the Lost Battalion (the NY 77th ID in an engagement with five Medals of Honor), Sgt York and the 82nd Airborne, LTC George Patton's tank action and DSC, the US 1ID attacking the Hindenburg Line, BG Douglas MacArthur at Sedan, and the 6th Infantry crossing the Meuse River. Year of the battles: Sep-Nov 1918. Opposing Commanders/Armies: GEN Pershing commanding the American Expeditionary Force vs. the German Crown Prince commanding an army group.

(5) Verdun, WWI. Year of the battles is Feb - Nov 1916. Opposing commanders: French GEN Petain and others vs. German GEN Falkenhayen.

(6) Battles of Paris: from Julius Caesar to the Liberation in Aug 1944. This BSR examines combat in urban terrain, conflict termination / end state; role of popular forces and popular will in evolution of combat, and the effects of terror on an urban population. This BSR presents a "vertical slice" through time, which has the effect of reinforcing the key themes for each student. After Roman, medieval, and Renaissance battle actions, the BSR concentrates on Napoleon I's last resistance at the outskirts of Paris, 1814; the battle of Sep 1870 - Jan 1871, Paris under bombardment and terror attack in WWI, and WWII from the Fall of Paris to its Liberation. As an example of opposing commanders/armies: in the Franco-Prussian War, FM von Moltke (the Elder) commanding the Prussian Army vs. Leon Gambetta and people of Paris (French regular Army leaders all captured/killed during the Sedan disaster, the French people refused to accept the defeat).

(7) Battle of France/German Blitzkrieg in the West. Specific sites may include Sedan, Arras, Dunkirk and others. Crucial prototype air-land and combined arms action, which shaped the course of WWII. Year of battle May-June 1940. Opposing Commanders (at Arras): British MG Franklyn vs. German Gen. Rommel. Many others in other locations. (The Battle of the Dunes with Marshal Turenne commanding the Anglo-French army vs. Don Juan of Austria commanding the Spanish army, and the 1942 Battle of Dieppe may be included as well.)

(8) St. Mihiel, WWI. Specific sites include any battles involving American forces in the region. Year of the battle is Sep 1918. Opposing commanders/armies: GEN Pershing commanding the American Expeditionary Force vs. the German GEN Gallwitz commanding an army group.

(9) The Somme, WWI. This BSR is designed not only to study the British, French and German battles, but also American forces attached to the British Army, including the 1st Infantry Division at Cantigny, the Somme Offensive of 1918 and the American breakthrough of the Hindenburg Line in Sep 1918. Years of the battles: Jul - Nov 1916; American operations starting in May 1918. Opposing commanders: British GEN Haig vs. German GEN Falkenhayn.

(10) Franco-Prussian War. The battle sites include some or all of these: **Worth, Sedan, Gravelotte, St. Private, and Mars-la-Tour.** A classic case study of how the Prussian Army leapfrogged the best army in Europe in less than ten years, and in so doing set the stage for the world wars of the twentieth century. Major issues involving use of evolving technology, force protection and irregular force activity, and conflict termination. Years of the battle: Sep 1870-May 1871. Opposing Commanders / Armies: French Marshal MacMahon vs. Prussian GEN von Moltke.

(11) Lorraine Campaign/Crossings of the Rhine, WWII. Specific sites include Dornot, Arnerville, Nancy, and Metz, or any actions directly related to battles involving the US Third Army in Lorraine, or crossings of the Moselle or Rhine rivers. Years of the battles: Sep 1944 - Mar 1945. Opposing commanders: American LTG Patton vs. German GEN Obstfelder and others.

(12) Operation North Wind/High Vosges Mountains/Colmar Pocket, WWII. Specific sites include Herrlisheim, locations in the Vosges Mountains, Colmar vicinity, Belfort, St. Die, Selestat, and other sites pertaining to these battles. Year of the battles: Jan-Feb 1945. Opposing commanders: American LTG Devers vs. German Generaloberst Balck (later Himmler), and many others.

(13) Agincourt, The Hundred Years War. Year of the battle: 1415. Opposing Commanders: King Henry V, commanding the English forces vs. Charles d'Albert, commanding the French Forces.

b. In Belgium and Luxembourg:

(1) Battle of the Bulge, WWII. Units can choose from among the following basic itineraries, or any combination of studies related to actions of the Dec 1944 through Jan 1945 German counteroffensive in the Ardennes: North Shoulder, Kampfgruppe Peiper, St. Vith, Bastogne, Patton's Counterattack. Years of the battle 1944-45. Opposing Commanders: American LTGs Bradley, Hodges, and Patton, and British FM Montgomery vs. German FM Model and others. Special itineraries can also be arranged as long as they pertain to the Battle of the Bulge, including specific focus on force protection and rear area issues.

(2) Mons, WWII. Year of the battle: 1944. This is a classic example of an operational-level victory by the US VII Corps (primarily the 1ID and 3AD, with assistance from 9ID), which was a huge success with minimal friendly casualties. Opposing commanders: LTG Hodges/MG Collins vs. General Straub commanding a provisional German army.

(3) Flanders, WWI. Sites include Ypres, Passchendaele, Loos, Neuve Chapelle, Messines, Vimy, Waereghem, Audenarde and Kemmel. The BSR shall also cover the American operations in the Ypres-Lys Offensives. Years of battle: 1914-18; American operations: 1918. Opposing Commanders/Armies: various British, French and Belgian armies and commanders vs. various German armies and commanders.

(4) Mons, WWI. Year of the battle 1914. Opposing Commanders/Armies: Marshal Joffre commanding the French Army vs. German GENs von Kluck and von Bulow.

(5) Waterloo, Napoleonic Wars. Specific sites may include Waterloo, Ligny, Quatre Bras and Wavre. Year of the battle: Jun 1815. Opposing commanders/armies: Napoleon I commanding the French vs. the Duke of Wellington commanding the Anglo-Dutch forces.

(6) Oudenarde, War of Spanish Succession. Year of the battle: 1708. Opposing Commanders / Armies: Duke of Marlborough commanding the Allied army vs. the Duke of Burgundy commanding the French. Note that Oudenarde may also be conducted with a Mons or Flanders (WW I) BSR.

c. In Germany:

(1) Hürtgen Forest (the Siegfried Line Campaign), WWII. Units will study actions of the period Sep 1944 through Feb 1945 in the Hürtgen Forest, Stolberg Corridor, Lucherberg, vicinity of Aachen, the Reichswald, the Peel Marshes, or any actions directly related to the Siegfried Line or Roer River battles in the region. The focus can be narrow (the much-studied actions of the 28ID in and around the Kall Trail) or a broad campaign focus (US 3AD, 9ID, 1ID, 8ID, 28ID, Rangers, and others, including operation QY+UEEN, the largest use of air force support of a ground offensive in WWII). Years of the battles: 1944-45. Opposing commanders: American LTG Hodges vs. German GEN der Panzertruppen Brandenberger.

(2) Berlin and Final Soviet Offensives, WWII. Specific sites include parts of Berlin, Seelow Ridge, battle sites near the Oder River, and the German East Wall fortresses in present-day Poland. Opposing commanders: Marshals Zhukov and Koniev commanding Soviet Forces vs. Hitler (and several generals) commanding the German forces. Year of the battles: Apr-May 1945.

(3) Heilbronn, WWII. Year of the battle: Apr 1945. Opposing commanders: American MG Brooks vs. German GEN Bork.

(4) Nürnberg, WWII. Year of the battle: Apr 1945. Opposing Commanders: American MG Haislip vs. German GEN Simon.

(5) Remagen and the Rhineland, WWII. Specific sites include the Remagen Bridge and a variety of other sites related to US First and Third Army offensives toward the Rhine. Year of the battles: Feb - Mar 1945. Opposing commanders: American LTG Hodges vs. German FM Model.

(6) Jena-Auerstedt, Napoleonic Wars. Specific sites include Jena, Auerstedt, Naumburg, the Saale River Valley, and the pursuit towards Weimar. Year of the battles: Oct 1806. Opposing Commanders: Napoleon I commanding the Grande Armee vs. the Duke of Brunswick commanding the Prussian-Saxon Army. A visit to the WWII concentration camp at Buchenwald can also be included.

(7) Lützen and Bautzen, Napoleonic Wars. Year of the battles: 1813. Opposing Commanders: Napoleon I vs. Generals Wittingstein and von Blücher of the Allied army.

(8) Thirty Years War/Seven Years War. Specific sites of the 30 Years War battlefields include Breitenfeld and Lützen. The Seven Years War battlefield include the site of Rossbach. Years of the battles for the Thirty Years War: Breitenfeld, Sep 1631, Lützen, Nov 1632. Opposing commanders/armies: Gustavus Adolphus commanding the Swedish and Saxon Armies vs. Count Tilly commanding the Army of the League at Breitenfeld. At Lützen, Gustavus Adolphus commanding the Swedish Army vs. GEN Wallenstein commanding the Imperialist Army. Year of the battle for the Seven Years War is Nov 1757. Opposing commanders/armies: Frederick II (the Great) commanding the Prussian Army vs. Prince de Soubise and Prince Sachsen-Hildburghausen commanding the Franco-Imperial Army.

(9) Thirty Years War/War of Spanish Succession. Specific sites are the battles of Nördlingen and Blenheim. Year of the Battle of Nördlingen (Thirty Years War): SEP 1634. Opposing Commanders: King of Hungary, et. al., commanding the Spanish, Imperial, and League armies vs. Duke Bernhard and Gustav Horn commanding the Swedish army. Year of the Battle of Blenheim (War of Spanish Succession): AUG 1704. Opposing Commanders: Duke of Marlborough commanding the Allied army vs. Marshal Tallard commanding the Franco-Bavarian army.

d. In Holland:

Operation Market Garden (Siegfried Line Campaign), WWII. Specific sites include Lommel, Eindhoven, Nijmegen, and Arnheim. Airborne, armor, partisan aspects throughout. Year of the battle is Sep 1944. Opposing commanders/armies: British FM Montgomery commanding 21st Army Group vs. German FM Model commanding Army Group B.

e. In Italy:

(1) Cassino/Anzio (Winter Line/Gustav Line) WW II. Specific sites include the battlefields of San Pietro, Monte Camino, Monte Sammucro, Mignano, the Rapido River, Cassino, Monte Cassino, Anzio, Nettuno, Cisterna. Years of the battles: Oct 1943- Jun 1944. Opposing commanders/armies: American LTG Clark commanding US Fifth Army vs. German GENs. Mackensen, commanding 14th Army and von Vietinghof, commanding 10th Army.

(2) Florence/Po Valley/North Apennines (Gothic Line) WWII. Specific sites include Cecina, Sienna, Arezzo, Leghorn, Pisa, Florence, Arno River crossing operations, Monte Altuzzo, Il Giogio Pass, Futa Pass, Po River crossing operations. Years of the battles Jun 1944 - May 1945. Opposing commanders/armies: American LTG Clark commanding US Fifth Army vs. German FM Kesselring.

(3) Sicily, WWII. Years of the battle: Jul-Aug 1943. Opposing commanders: American LTG Patton and British LTG Montgomery vs. Italian GEN. Guzzoni and German GEN. Hube. This BSR is recommended for units from Italy, and only recommended for units from Germany, Belgium, and Holland if they can arrange to self-deploy by air.

(4) Caporetto, WWI. Year of battles: Oct-Nov 1917. Opposing commanders/armies: Archduke Eugen's Austro-Hungarian Army vs. GEN Cadorna's Italian Army.

(5) Vittorio Veneto, WWI. Year of battle Oct-Nov 1918. Opposing Commanders/Armies: FM Arz commanding the Austro-Hungarian Army vs. GEN Diaz's Italian Army.

(6) Battle of Solferino, Second War of Italian Independence. Opposing Commanders / Armies: Austrian Kaiser Franz Josef I versus the Franco-Piedmontese army under Napoleon III (France) and Victor Emmanuel II of Sardinia-Piedmont. Contributed to the unification of Italy.

(7) Arcola/Lodi/Borghetto/Castiglione/Rivoli, Napoleonic Wars. Year of the battles: 10 May 1796/30 May 1796/5 AUG 1796/14-15 JAN 1797. Opposing commanders: Arcola - Napoleon Bonaparte commanding the French vs. Austrian GEN D'Alvintzi. Lodi and Borghetto - Napoleon Bonaparte commanding the French forces vs. Austrian commander GEN Beaulieu. At Castiglione, Napoleon fought the Austrians under Würmser. At Rivoli, Napoleon fought GEN D'Alvintzi's Austrian Army.

f. In Greece:

Crete (World War II, Greece). Year of Battle: 1941. Opposing Commanders: German Colonel-General Lohr versus Maj.Gen. Freyberg commanding Allied forces on the island. Special emphasis will be given to Airborne, Joint and Combined operations. The CLW will be given on Day One, after arrival of the unit. The unit will be required to self-deploy. Units must obligate funds no later than 90 days before the training begins.

g. In the Czech Republic and Austria:

(1) Austerlitz/Aspern-Essling/Wagram, Napoleonic Wars. Years of the battles: Dec 1805/May 1809/Jul 1809. Opposing commanders: in 1805, Napoleon I commanding the Grand Army vs. Russian GEN Kutusov, commanding the Austrian and Russian Armies, with the Emperors of Russia and Austria. In 1809, Napoleon I commanding the Grand Army vs. Archduke Charles commanding the Austrian Army.

(2) Seven Years War and the Austro-Prussian War of 1866. Specific sites include the battles of Lobositz, Prague, Kolin and Koenniggratz (aka. Sadowa). Years of the battles: Lobositz--Oct 1756, Prague--May 1757, Kolin Jun--1757. Opposing commanders/armies: Frederick II (the Great) commanding the Prussian Army vs. Marshals Browne and Daun, and Prince Charles of Lorraine commanding the Austrian Army. The Austro-Prussian War--Jul 1866. Opposing commanders: King of Prussia and FM von Moltke vs. FM von Benedek commanding the Austrian Army.

h. In Poland:

(1) Tannenberg, WWI. Note that much of this battle was in current-day Russia. This BSR includes the 1410 Battle of Tannenberg (see BSRs in Russia). Year of the Battle 1914. Opposing Commanders: German GENs. Hindenburg and Ludendorff vs. Russian GEN Samsonov.

(2) Leuthen (the Seven Years War). Year of the battle 1757. Specific sites also include the Battles of Leuthen, Lobositz, Prague, and Kolin. Note: see "Battles in the Czech Republic." Opposing commanders/armies: Frederick the Great commanding the Prussian Army vs. Prince Charles of Lorraine commanding the Austrians. Leuthen is in a remote location in SW Poland. The WW II Battle of Breslau may be included in this BSR. Please note that, depending on weather and current construction, it may not be possible to visit this battle.

i. In Russia:

(1) The Siege of Leningrad (St. Petersburg), WWII. Years of battles 1941-44. Opposing Commanders: German FM von Leeb (and others) vs. Soviet Marshal Voroshilov (and others). This BSR is recommended to be a 6/4 BSR for units from Germany. It is not recommended for units stationed in Holland, Belgium, or Italy, unless self-deploying. Note: it is recommended that the unit self-deploy.

(2) Kursk and Kharkov, WWII. (Note this BSR includes the Battle of Pultava 1709). Years of battles: Kursk 1942-43; Kharkov 1942-43. Opposing commanders: Kursk - German FMs von Kluge (and others) vs. Soviet Marshal Rokossovsky. Kharkov - German GEN Hoth and Oberstgruppenführer Hausser vs. Marshal Timoshenko; Pultava - Peter the Great commanding the Russians vs. Charles XII of Sweden. It is not recommended for units stationed in Holland, Belgium, or Italy, unless self-deploying. Note: it is recommended that the unit self-deploy.

(3) Borodino, WWII. (Note this BSR includes the Napoleonic battlefields of Beresina and Borodino 1812). Year of battle 1941. Opposing Commanders: German FM von Bock vs. Soviet Marshal Zhukov. It is not recommended for units stationed in Holland, Belgium, or Italy, unless self-deploying. Note: it is recommended that the unit self-deploy.

(4) Stalingrad, WWII. Years of battles 1942-43. Opposing Commanders: German FMs von Manstein and Paulus vs. Soviet Marshal Yeryomenko. This BSR is recommended to be a 6/4 BSR for units from Germany. It is not recommended for units stationed in Holland, Belgium, or Italy, unless self-deploying. Note: it is recommended that the unit self-deploy.

(5) Eylau and Friedland, Napoleonic Wars. (Note that much of this campaign was in current-day Poland). Year of the battles: 1807. Opposing commanders/armies: Napoleon commanding the Grande Armee vs. Benningsen commanding the Prusso-Russian Army.

(6) Beresina and Borodino, Napoleonic Wars. This BSR will study Napoleon's invasion of Russia in 1812. (Note: This BSR includes the World War II battlefield of Borodino, 1941). Year of the battles 1812. Opposing commanders: Napoleon commanding the Grande Armee vs. Russian GEN Kutusov. It is not recommended for units stationed in Holland, Belgium, or Italy, unless self-deploying. Note: it is recommended that the unit self-deploy.

(7) The Crimean War. Note that this staff ride will include battle sites from the Crimean War (Sebastopol, Alma, Inkerman, and Balaclava), and the World War II Battle of Sebastopol. Years of the battles: 1854 -58. Opposing commanders: Lord Raglan commanding the Allied Army vs. Prince Mentschikov commanding the Russian Army. It is not recommended for units stationed in Holland, Belgium, or Italy, unless self-deploying. Note: it is recommended that the unit self-deploy.

(8) Tannenberg, Wars of the Teutonic Knights. Year of the battle: 1410. Note that this portion of a BSR will be conducted in conjunction with the World War I Tannenberg BSR (see BSRs in Poland). Opposing Commanders: Ladislaus Jagellon commanding the Polish-Lithuanian Army vs. the Grand Master of the Teutonic Knights.

j. Bosnia/Herzegovina.

Sarajewo.

k. Specialized BSRs to be made available upon request:

- (1) Force Protection.
- (2) Mobilization.
- (3) Special Forces and Irregular Forces Operations.
- (4) Winter Operations in Mountain Environments.
- (5) MOUT/Urban Combat.
- (6) Change and Continuity in Warfare.
- (7) Political and Military Overview of the Former Czechoslovakia, 1938 to Present.
- (8) US Army Values.

7. Prerequisites. To be eligible to attend this course, the student will meet the following prerequisites:

- a. The student must be able to speak, read, and understand English well enough to be instructed without translation.
- b. The student must be physically capable to complete the course.
- c. This program is not intended for family members.

8. Materials and Equipment Requirements.

a. Government furnished (requiring activity will provide), if the Combat Leadership Workshop will be conducted at the unit's site prior departure or if ordered without BSR:

(1) One classroom or conference room (which can be darkened) with chair and table for each student.

(2) Screen and 35mm slide projector or multimedia projector.

b. Contractor furnished equipment and material for each BSR

(1) Student workbooks.

(2) Topographical maps.

(3) Audiovisual materials.

(4) Charts as needed.

(5) Graphs as needed.

9. Responsibilities.

a. **Requesting unit/activity will:**

(1) Identify primary and alternate dates for training.

(2) To order the course, the requesting activity will submit a "THRU MEMO" (see sample request for training memo) thru their MSC G3 requesting concurrence for the training. The request must be submitted along with a MIPR (DD Form 448) to pay for the BSR. To allow for processing and coordination, CATC must receive requests no less than 60 days out. Mailing address is HQ CATC, ATTN: AEAGC-TD-CT, Unit 28038, APO AE 09112, FAX DSN 476-2400, Email: contract.training@eur.army.mil

(3) The MIPR will include:

(a) The type of instruction required: Number of days/overnights and battlefield site to be visited.

(b) Quantities: Number of Staff Rides (basic BSR for 25 students) plus number of additional students, meals, single rooms, if required. NOTE: A BSR cannot consist of more than 45 attendees. If a unit needs to training 50 people, two (2) BSRs will have to be ordered.

- (c) Complete accounting and appropriation data.
 - (d) Training dates.
 - (e) Contract number DABN01-03-D-0015 and CLIN (see PART I).
 - (f) Contractor: REEP/OSS.
 - (g) Unit price and total price (see PART I).
 - (h) The name of the individual who will serve as local POC, with phone number and email address.
- (4) Submit the completed MIPR thru Resource Management (RMO) or Comptroller to HQ CATC, ATTN: AEAGC-TD-CT, Unit 28038, APO AE 09112, FAX DSN 476-2400, Email: contract.training@eur.army.mil.
- (5) NLT 3 weeks prior to scheduled training input names of attendees into ATTRS. For more info, please contact the Contract Training Section POC.
- (6) Prior to beginning of training ensure all government furnished materials and equipment are in place and the classroom/conference room is prepared for training.
- (7) Ensure that all students scheduled for the training are available. Ensure max class size is utilized.
- (8) Canceling or Rescheduling a battlefield staff ride. The unit must notify Contract Training Section more than 15 days before scheduled date, or a cancellation or rescheduling fee of \$2,500 will be paid by the requiring activity to the contractor to cover the cost incurred in making all the arrangements and reservations for the battlefield staff ride ordered.
- (9) If required, obtain temporary installation passes for contractor personnel.
- (10) Student Roster. Fax or email updated student roster (to include last name, first name and SSN) to Contract Training NLT immediately after BSR completion. See email and/or fax # above.
- (11) Evaluation of the received training.
- (a) The Commander of the group is required to prepare a short after action report, giving a brief description of the contractors performance, commenting on the excellence and/or shortfalls of the BSR. It is especially important to note deficiencies, because the contract has a clause, where the Government has the right to penalize the contractor for bad services. Also describe delays in the contractor's progress due to the fault of the US government. Forward it no later than 8 days after course completion to Contract Training Section. See email address above.
 - (b) Each student will fill out student critique sheets to be used as quality assurance measure by the Government.
- (12) Country Clearances: Ensure approval in writing is secured for the personnel entrance requirements of country, theater, and/ or special area clearance IAW Department of Defense Foreign Clearance Guide (DOD 4500.54-g) (fcg), www.fcg.pentagon.mil, before commencing travel OCONUS.

b. Contractor will:

- (1) Contact unit for coordination prior to scheduled training.
- (2) Provide all materials identified above.
- (3) Have instructor(s) present at identified site and time as specified in the delivery order to provide training.
- (4) Design individual student critiques based on the unit's input of the commander's intent and submit together with a summary of the results to Contract Training Section.
- (5) Submit invoice together with the student critiques to the Contract Training Section for certification.
- (6) Advise and assist the unit in obtaining country/border clearances.

d. CATC will:

- (1) Coordinate scheduling of all contracted training with requesting activities and contractor.
- (2) Monitor quantities ordered against contract.
- (3) Prepare AcquiLine PR&C thru appropriate offices to Contracting and ensure a Delivery Order will be issued prior to start of training.
- (4) Receive invoice from contractor and certify receipt and acceptance of services. Complete inspection and acceptance documents. Forward documents to appropriate offices.
- (5) Initiate corrective action, if deficient contractor services were reported by the unit POC.

PART II SAMPLE MEMO

OFFICE SYMBOL

Date

MEMORANDUM THRU Your MSC G3 (OFFICE SYMBOL) Unit address, APO AE 09XXX.

(If you are a non-USAREUR unit, please contact the POC listed on page 1 for guidance).

FOR Combined Arms Training Center, ATTN: AEAGC-TD-CT, UNIT 28038, APO AE 09112

SUBJECT: Request CMTT for OPD/NCOPD Battlefield Staff Ride

1. Request the following training be scheduled for the 1/20 ABC at Swampy Kaserne, Breitenbach:
 - a. OPD/NCOPD Battlefield Staff Ride, 2 days/1 overnight to Belgium, Battle of Mons, WWI, for 25 students. Primary Date 11-12 Aug 03, Alternate Date 25-27 Aug 03.
 - b. Plus three (3) additional students.
 - c. Plus three (3) additional single rooms.
2. Commander's intent. (Example 1: Category I, increase student knowledge of WWI and operations prior to the outset of trench warfare. Example 2: Category II, enhance student understanding of core Army values including courage and commitment, and enhance internal unit cohesion. Example 3: Category III, focus on maneuver Battlefield Operating System).
3. Required funds are provided via attached MIPR (DD Form 448).
4. MSC G3 Representative and Unit POC: 1/20 ABC POC is CPT Miller and/or SFC Able, DSN 555-5123/5456; email: millers@whatever.army.mil.

Encl

Requestor Signature Block

PART III, SAMPLE MIPR:



Mipbrsr.fpk

MILITARY INTERDEPARTMENTAL PURCHASE REQUEST						1. PAGE 1 OF 1 PAGES	
2. ISC		3. CONTROL SYMBOL NO.		4. DATE PREPARED 2 February 2007		5. MPR NUMBER	
7. TO: COMMANDER JOINT MULTI NATIONAL TRAINING COMMAND, G8 ATTN: AETT-RM-BM (MS. ARBOGAST) UNIT 28130 APO AE 09114				8. FROM: (Agency, name, telephone number of addressee) REQUESTING ACTIVITY RESOURCE MANAGEMENT ADDRESS			
9. FUNDS <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT INCLUDED IN THE INTERSERVICE SUPPLY SUPPORT PROGRAM AND REQUIRED INTERSERVICE SCREENING <input type="checkbox"/> HAS <input type="checkbox"/> HAS NOT BEEN ACCOMPLISHED.							
ITEM NO.	DESCRIPTION (Federal stock number, manufacturer, specification and/or drawing No., etc.)	QTY e	UNIT d	ESTIMATED UNIT PRICE e	ESTIMATED TOTAL PRICE f		
01	Funds are provided herewith to fund costs for a Battlefield Staff Ride to Normandy, CLIN 4002AL, Dates: From - To, Contract Number DABN01 03-D-0015, 20 additional Students, CLIN 4002AM 10 additional Single Rooms, CLIN 4005	1	EA		\$18,700.00		
		20	EA	\$400.00	\$8,000.00		
		40	EA	\$79.00	\$3,160.00		
Funds must be obligated by either contract or delivery order no later than 30 Sep 07. Obligation document (signed contract or delivery order) must be provided to the technical point of contact (POC) and the budget office address block in block 8 not later than 30 Sep 07.							
02	Reques. DD Form 448-2 (Acceptance of MIPR) be forwarded to address shown in block 8 upon approval of a Fund Certifying Officer.						
03	POC of funds is listed in block 8. Please either mail and/or fax copies of obligation document(s) (Billing statement) to the address in block 8.						
04	Technical POC is CPT Smith at DSN 123-4567.						
10. SEE ATTACHED PAGES FOR DELIVERY SCHEDULES, PRESERVATION AND PACKAGING INSTRUCTIONS, SHIPPING INSTRUCTIONS AND INSTRUCTIONS FOR DISTRIBUTION OF CONTRACTS AND RELATED DOCUMENTS.						11. GRAND TOTAL \$29,860.00	
12. TRANSPORTATION ALLOTMENT (Use if FOB Contractor's plant)				13. MAIL INVOICES TO (Payee) and be made by: To be filled out by Resource Management			
PAY OFF CE 000A40							
14. FUNDS FOR PROCUREMENT ARE PROPERLY CHARGEABLE TO THE ALLOTMENTS SET FORTH BELOW. THE AVAILABLE BALANCES OF WHICH ARE SUFFICIENT TO COVER THE ESTIMATED TOTAL PRICE.							
ACCT	APPROPRIATION	FM TO 2000-40	COMPLEMENTAL ACQUISITION CLASSIFICATION		ACCT OF 2000-40	AMOUNT	
			To be filled out by Resource Management			\$29,860.00	
15. AUTHORIZING OFFICER (Type name and title) To be filled out by Resource Management				16. SIGNATURE To be filled out by Resource Management		17. DATE	

PART IV, COMMANDER'S INTENT

Prior to commencement of a battlefield staff ride, commanders will choose from the following performance objectives, which are divided into three broad categories:

a. *Category I* focuses on the historical tradition and legacy, which underpin the service and units in which students serve. These objectives will increase student knowledge and understanding of:

- (1) Knowledge of military history in general
- (2) Knowledge of the United States Army's history
- (3) Knowledge of the unit's history
- (4) Knowledge of one or more branch histories

b. *Category II* will increase understanding of fundamental values of military service and the ability of students to illustrate these values to their own subordinates. Students will improve their comprehension of and ability to articulate:

(1) Core Army values, including courage, whose study constitutes a part of every staff ride; candor, illustrated by historical examples and by an intellectually rigorous process of study and analysis which is part of every successful staff ride; commitment, studied by looking at the numerous examples of selfless service offered by the various battles and campaigns in the program; and competence, where students not only study examples of the impact of the presence or lack of competence in the past, but develop their own competence as far as their mastery of the objectives chosen by their commander.

(2) Their appreciation of the sacrifices of previous generations of Army leaders and soldiers.

(3) Internal cohesion within the unit conducting the staff ride.

c. *Category III's* objectives focus on specific combat performance. Students will increase their ability to:

(1) Focus on and analyze examples of functional performance across the battlefield operating systems.

(2) Link one more of the functional area analyses into a comprehensive analysis of combat performance, whether at the tactical, operational, or strategic level as chosen by the commander.

- (3) Develop a more comprehensive understanding of the operational art.
- (4) Better relate Army doctrine, tactics, techniques, and procedures to current and future unit METL and individual training tasks.

NOTE: ALL ATTENDEES ARE REQUIRED TO FILL OUT STUDENT CRITIQUES

PART V POCs

REEP POC:

Peter Herrly and/or Lilian Pfluke
Email: reepeurope@compuserve.com
Tel: (in France) 00-331-4771-8325
Fax: (in France) 00-331-4911-0509

REEP PRESIDENT:

Kenneth Fortune
Email: global@usereep.com
Tel: 001-613-374-7411
Fax: 001-613-374-5268

GOVERNMENT POCs:

Andrea Hampl, Training Coordinator
and
Maria Hertzog, COR
Email: contract.training@graf.eur.army.mil
DSN: 476-2709/2702, Fax: 476-2400
Commercial: 09662-832709 or 832702, FAX 09662-832400